



Recruiting Hispanics: The Marine Corps Experience

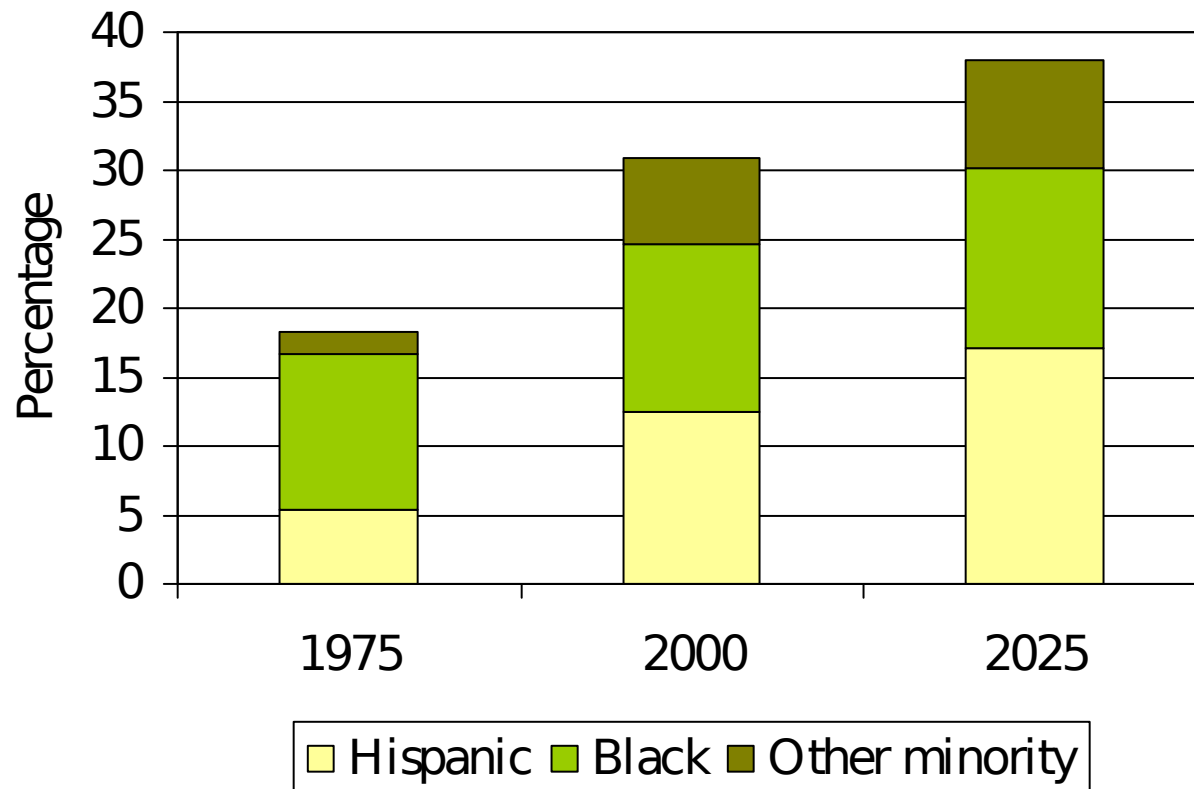
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Outline

- Overview
 - Population growth, target population, accession percentages
- Propensities
 - YATS
 - Survey of new Marine Corps recruits
- Field work
 - Marine Corps recruiting stations visited
 - Systematic recruiting
 - Focus groups and discussions
- Statistical work
 - Bootcamp attrition, first-term attrition, and long-term retention
- Summary

Rapid Growth of Minority Populations Makes the U.S. Population More Diverse

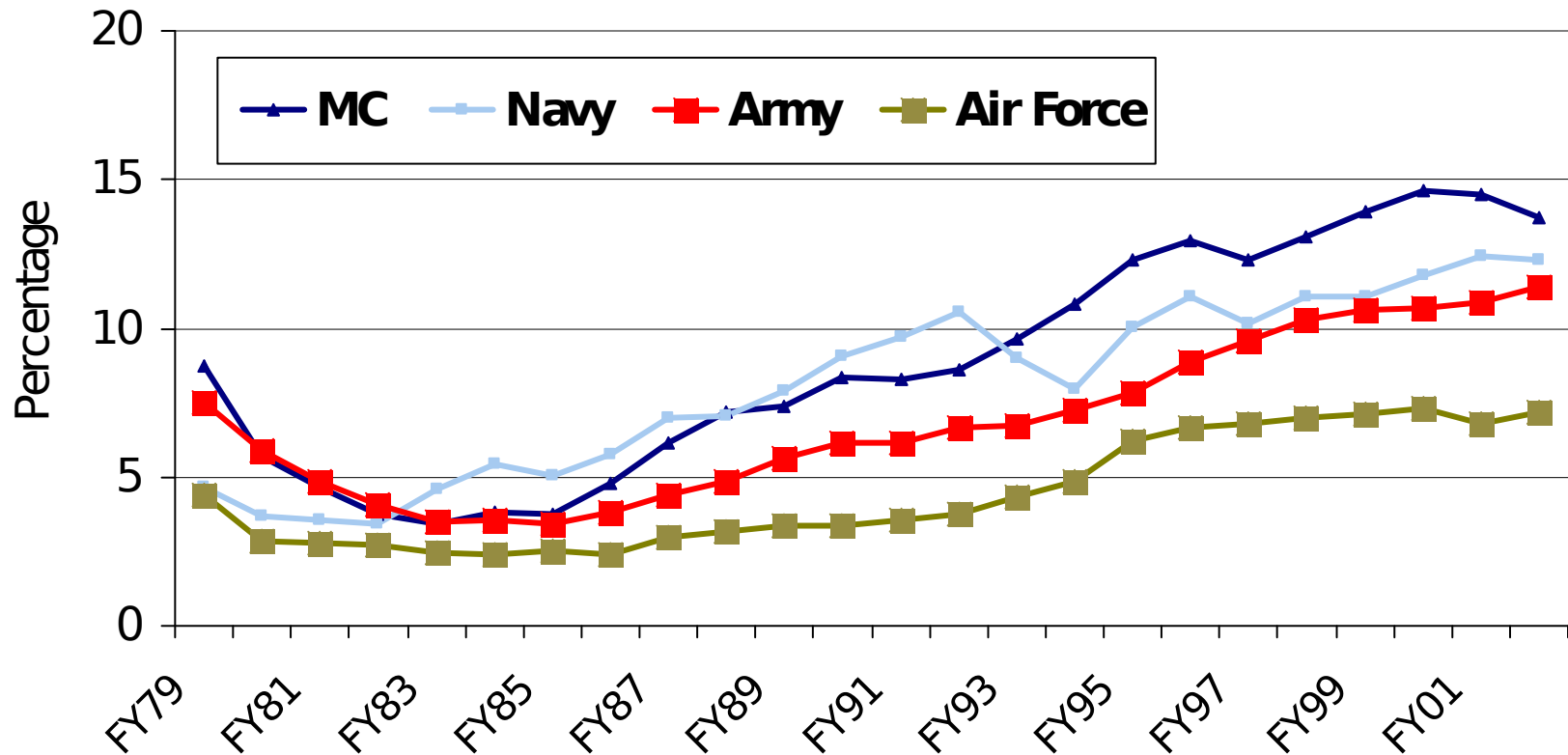


By 2025, 15- to 19-Year-Old Population Will Be Considerably More Hispanic

- White, non-Hispanic 55.8
- Hispanic 23.8
- Black, non-Hispanic 15.4
- Other, non-Hispanic 5.0

100.0%_

Hispanic Recruits as a Percentage of All Recruits



Source: Office of the Secretary of Defense, Force Management Policy, "Population Representation in the Military: Fiscal Year 1998" and www.dmdc.mil (IDS database)

Youth Attitude Tracking Survey (YATS)

- YATS conducted annually from 1975 to 1999
 - Surveys about 10,000 youths between the ages of 16 and 24
 - 30-minute interviews (most recently using computer assisted telephone interview methodology)
 - Collects information on future plans, enlistment propensity (active/reserve, service), and on advertising/media reach
- General findings on enlistment propensity
 - Highest for Hispanic, then black, then white youths
 - Higher for men than women; declines with age
 - Higher for singles and unemployed
 - Higher in South and West
 - Declines with increasing educational attainment

CNA Recruit Survey

- CNA surveyed recruits in all services for the Accession Policy Home Schooling study
 - April 1999 to January 2000
 - Over 10,000 Marine Corps recruits
 - Includes information on reasons for joining, important influencers, etc.
- For this study
 - Matched survey to Marine Corps accession files to get race/ethnic background
 - Analyzed differences/similarities between Hispanic/non-Hispanic recruits

Are You Planning To Go to College?

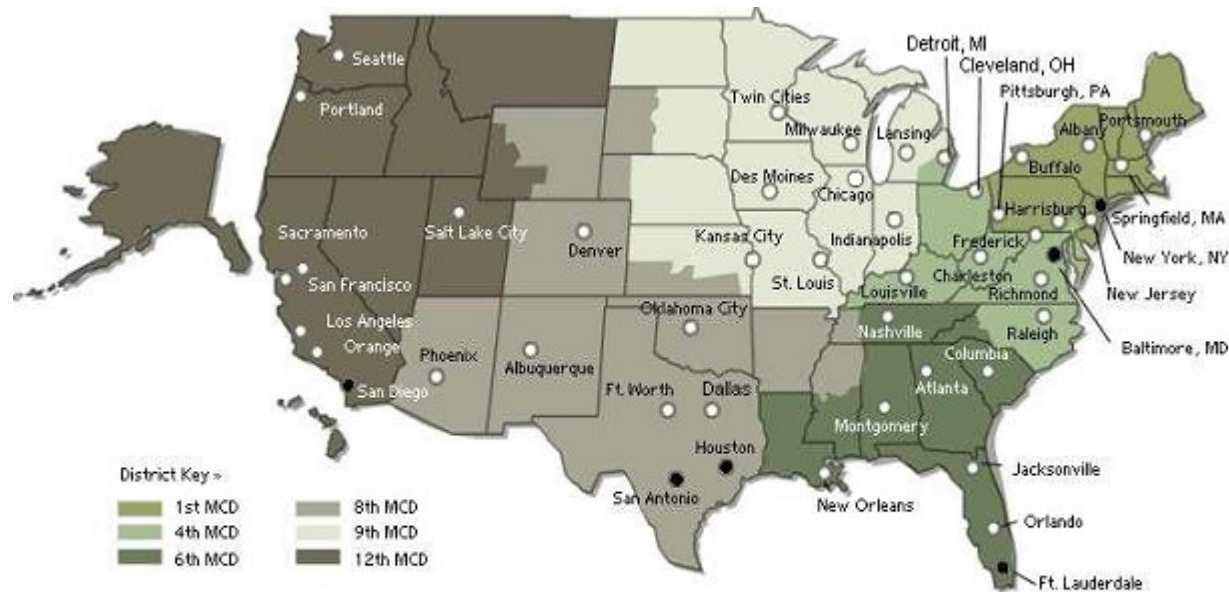
- Yes, during enlistment
 - 64% of Hispanics and 52% of non-Hispanics
- Yes, after active duty
 - 13% of Hispanics and 15% of non-Hispanics
- Undecided
 - 20% of Hispanics and 27% of non-Hispanics
- No
 - 3% of Hispanics and 6% of non-Hispanics

Extremely Important Factors for Enlisting

Percentage saying factor “extremely important”

	<u>Hispanic</u>	<u>Non-Hispanic</u>
• Educational benefits	46%	34%
• Develop self-discipline	42%	39%
• Prove I could do it	42%	34%
• Become more mature	26%	22%
• Training in job skills	40%	33%
• Gain job experience	34%	27%
• Security and stability of a job	30%	24%
• Desire to serve country	22%	25%
• Chance for adventure	29%	28%

Marine Corps Recruiting Station Locations and Stations Visited



Source: <http://www.mcrc.usmc.mil>.

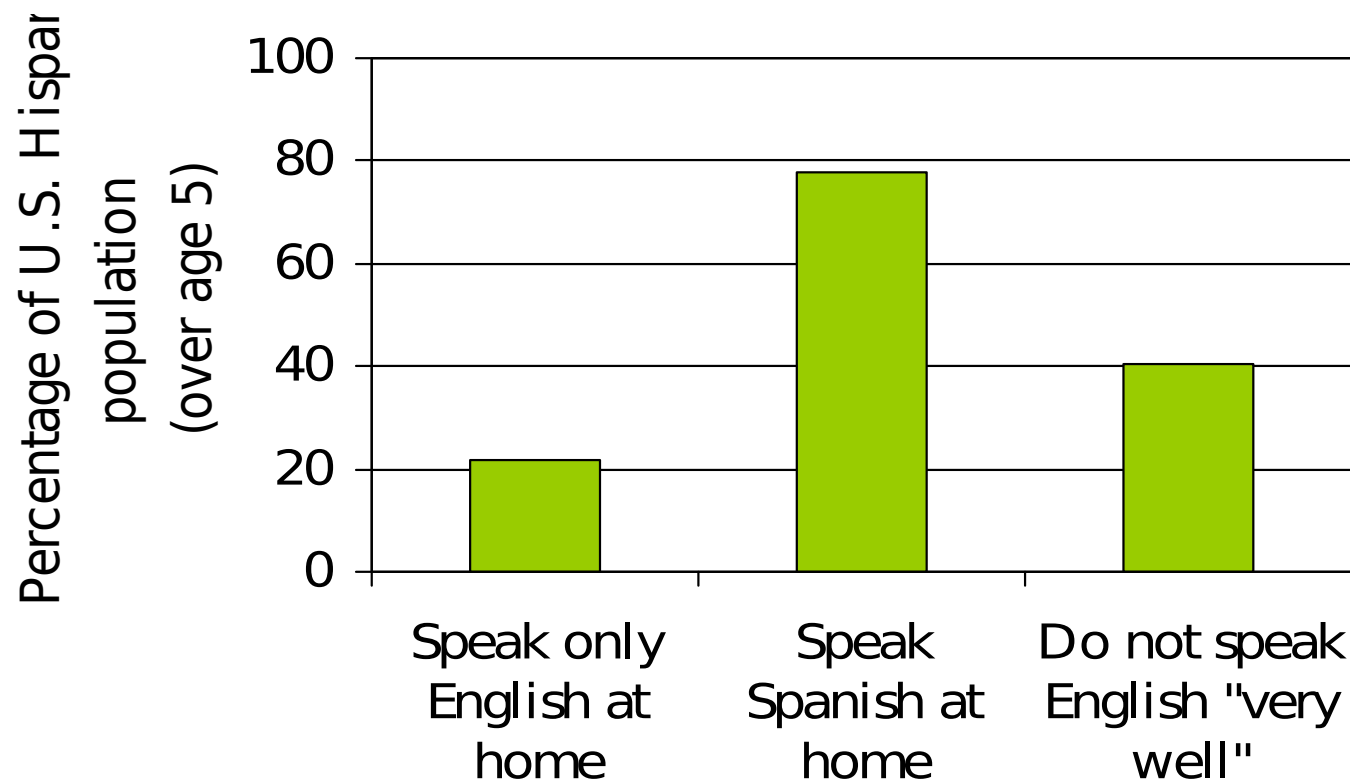
Systematic Recruiting

- Developed in 1977 to organize the recruiter's effort by providing a standardized recruiting process
- Identified five key components:
 1. Establishing critical connections/contacts
 2. Maintaining contact with recruits and their families
 3. Performing outreach
 4. Tracking and recording information
 5. Emphasizing core values of the Marine Corps

Systematic Recruiting and its Effect on Hispanic Populations

- Contact with recruit and family
 - Recruiters say Hispanic/Asian parents want this
 - Recruits say it helps ease acceptance of decision
- Emphasis on core values
 - Recruiters say Hispanic recruits mention these often
 - Recruits say they like emphasis on core values not job/benefits
- Uniform recruiting process
 - Recruiters don't "target" Hispanics
 - Recruits like emphasis on "sameness"
- Recruiters and recruiter placement
 - Marine Corps assigns best people to recruiting duty and holds them accountable for success
 - Recruits say a Spanish-speaking or Hispanic recruiter is helpful

Language Ability May Be Issue for Recruits and Their Parents



Other Focus Group Findings

Recruiter Focus Groups:

- Citizenship status, English fluency, and high dropout rates can present stumbling blocks

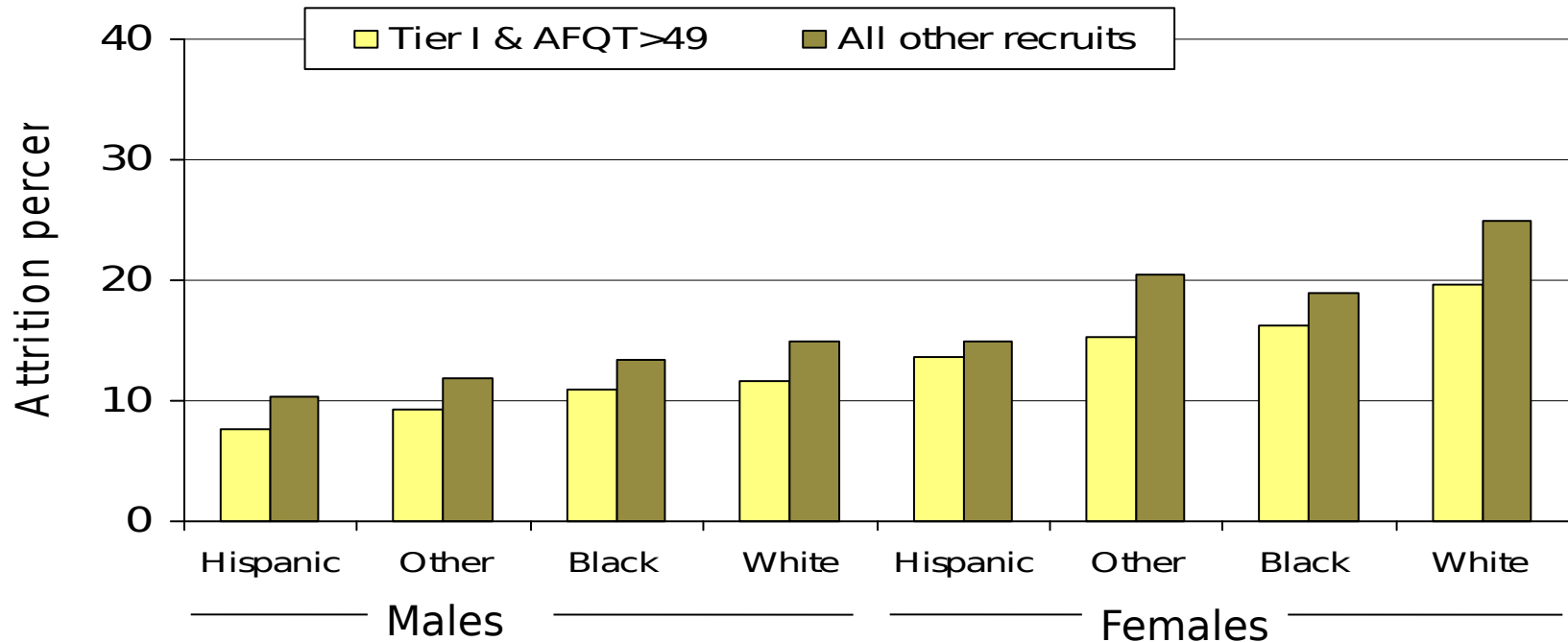
Drill Instructor/Series Leader Focus Groups:

- DI/SLs facilitate transition of non-English-speakers by teaming them up with bilingual recruits
- DI/SLs note that Hispanics' desire to improve economic circumstances is an important motivator

Recruit Focus Groups:

- Reasons and influences to join the Corps
 - Educational incentives
 - Improve economic situation
 - Challenge
 - Uniform
- Don't want to disappoint family by failing

Bootcamp Attrition: Importance of Quality



Quality recruits are those in Tier I with AFQT scores>49; all other recruits are not high quality.

These are all recruits entering from FY 1979 through FY 2001 (783,863)

Econometric Results

- Hispanics have lower attrition rates than non-Hispanics in bootcamp and the first term of service
- Result persists even when controlling for:
 - Educational background and AFQT scores
 - Delayed entry program participation
 - Height/weight standard at accession
 - Summer accession and bootcamp attended
 - Non-citizen status
 - Enlistment waivers, enlistment bonuses, and College Fund
 - Fiscal year of accession
- Suggests that unmeasured characteristics explain attrition differences

Findings

- MC does not target particular populations
- Hispanic recruits may be drawn to the emphasis on the “Marine Corps family,” Core Values, and “sameness”
- High quality of MC recruiting force is important
- Attrition analysis indicates that Hispanic recruits adjust well to military life

Cautionary Note

- Hispanics have low high school completion rates
 - 62%, compared to 88% for blacks and 93% for whites
- High school graduates
 - Increasing proportion are GEDs
 - Increasing share of GEDs are awarded to those of school age
 - GEDs have very high attrition rates
- OSD should consider advocate role
 - Because of origin of GEDs
 - Importance to the Services of regular high school diploma graduates (HSDGs)

Summary: Recommendations

- Consider stay-in-school campaign
- Provide the Services with translation services for their recruiting brochures (for influencers)
 - Preserve Service-unique characteristics
- Add country-of-origin accession information
 - Lost information when DoD went to Hispanic/non-Hispanic
- Distribute information about expedited citizenship to non-citizen Servicemembers

Questions
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CNA